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Information Technology

A News Bulletin From The Executive Office For Administration & Finance, Information Technology Division

IT COMMISSION RELEASES RECOMMENDATIONS



Pictured left to right: Senator David Magnani, CIO Peter Quinn, Senator Stanley Rosenberg, Rick Webb, IBM

Wrapping up three months of intense effort, the Commonwealth's Information Technology Commission issued its final report in February and called for a number of high level changes in the structure and delivery of IT services in state government.

Created by Section 6 of the IT Bond III legislation signed into law last June, the IT Commission was formed to "recommend an enterprise-wide strategy ... for the Commonwealth's information technology infrastructure, system development and governance". The Commission, comprised of 25 appointed members representing the three branches of government and the private sector, first met in November 2002. The Commission's purpose, as outlined in its Charter, was to recommend an enterprise strategy for the Commonwealth's information technology infrastructure, system development and governance, which includes all three branches of government and the constitutional offices.

The IT Commission engaged IBM Business Consulting Services (IBM) to provide a "high-level assessment of the Commonwealth of Massachusetts' information technology infrastructure, systems development, and governance." From these "as is" observations, the IBM team assisted the IT Commission in developing a high-level, strategic framework of recommendations, and a roadmap for implementing these recommendations.

In developing their recommendations, the Commission stated, "Opportunities for taxpayer savings, expanded public services, and improved efficiency in the public sector, through IT reform, require us to go beyond traditional boundaries. Enterprise IT reform in Massachusetts, to the extent appropriate, should encompass all three branches of state government, state agencies, state authorities, cities and towns, and the Commonwealth's university and research community."

The recommendations were broken down into six areas: Governance, IT Strategy, Architecture and Standards, IT Infrastructure, Partnerships and, Security. Summaries (with the exception of security, which was not made public) are included below.

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GOVERNANCE

The topic of governance permeated all IT Commission discussions. IBM noted that the Commonwealth's IT governance structure is "weak," and many Commission recommendations are designed to broaden and strengthen IT governance and oversight. These recommendations received the Commission's highest prioritization for implementation.

- Elevate the role of the Office of the CIO for the Commonwealth, and expand its scope to better manage both IT policy and operations for the enterprise.
- Establish an IT Advisory Board to support the Commonwealth CIO in setting enterprise policies and standards, and in providing oversight of major IT initiatives.
- Establish formal reporting relationships between the Office of the CIO and agency CIOs.
- Leverage "community of interest" concepts to deliver government services more effectively and efficiently.
- Transform ITD to be a customer-centric IT provider.
- Enhance and refine fiduciary responsibility for IT funding and management within the Office of the CIO.

INFORMATION TECHNOLOGY BULLETIN VOL. 9 NO. 1, WINTER 2003

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FIVE MORE AGENCIES MIGRATE TO MASS.GOV

Continuing a trend that began last year, five more agencies have migrated to the Mass.Gov portal: the Department of Economic Development (DED), the Office of Commonwealth Security (OCS), the Governor's Office (GOV), Administration and Finance (A&F), and the Operational Services Division (OSD). They join the Massachusetts Emergency Management Agency (MEMA), the first agency to portalize in September, bringing the total number of portalized agencies to six.

Mass.Gov planned each portalization project as a "pilot", to develop valuable lessons that would improve the process for subsequent migrating agencies. This continual improvement program has worked quite well since each has provided different challenges. It has also given the Mass.Gov team the opportunity to test various assumptions and approaches.

For example, OCS was a new office that needed to develop a web site quickly. The OCS pilot tested part of the Mass.Gov infrastructure architecture and it proved the feasibility of content "chunking". Chunking is the method that allows the content owner to store

and maintain discrete pieces of information in one place, while allowing for its reuse in multiple places by others. In this case, OCS defined content chunks during the content conversion, and MEMA integrated selected chunks into their site. So, content appears in both sites but is stored only once.

DED was a pilot that assessed the quality of documentation developed to guide an agency through the portalization process somewhat independently of Mass.Gov staff. It became apparent that additional documentation would be necessary, which became a requirement in the OSD migration project.

The Mass.Gov team developed websites for the Governor's Office and A&F using the portal infrastructure. Both were great proving grounds for the portal technology, the methods and processes employed to date, and the tools developed so far. Each was developed in less than a week once the content had been identified or written. This was possible for four reasons:

1. The Mass.Gov team took advantage of the valuable experiences gained during prior migrations.
2. The Mass.Gov portal provided a readymade look and feel, design framework and navigation scheme. And the tools for creating and maintaining content, though still being fine-tuned, were in place and functioning.
3. The relatively small amount of content required a relatively simple information architecture.
4. It is easier to build a new site from scratch than to have the constraints of converting an existing site (as is the case with most development).

OSD was selected as the first pilot to migrate a complex website using the entire portalization process. More information on the OSD migration can be found on page 5 of this issue.

SHARED CALENDAR FEATURE NOW BEING TESTED

Before agencies plan their migrations to Mass.Gov, they will have the opportunity to use the portal's content management tool, Interwoven's Teamsite, to manage date-driven events and information. The shared calendar feature will enable agencies to display multiple views of calendar content in multiple places. It is currently in test with the Dept. of Environment Management, which is the first pilot agency.

A cross-agency workgroup, representing the Secretary of the Commonwealth, Dept. of Revenue, Mass Office of Tourism and Travel, Executive Office of Environmental Affairs, Dept. of Environmental Management, and the Mass Cultural Council, developed the business requirements by gathering input from a focus group and reviewing other states' calendars. The shared calendar feature will enable agencies to:

- **Author and input event information** directly without having ITD load it on the web site. Information is always current, accurate and up-to-date.
- **Build expertise using TeamSite** templates to enter event information (what, where, when) prior to agency migration.
- **Decentralize content management.** Content is maintained using a process defined by each agency. Content is stored once, but can be displayed in various places: on a parent agency homepage, an agency-specific page, or on the portal's virtual agency pages.
- **Display content in a variety of ways** to meet different customer needs. For example, information can be sorted by date or type of event, and the color, layout and labeling can be different depending on the view desired.

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PORTALIZATION IMPROVES ACCESS TO OSD

The Commonwealth's Operational Services Division (OSD) administers the state's procurement process. Much of that procurement is done through OSD's web site (the most familiar service being Comm-Pass), which have proven to be a valuable resource for a number of user groups, such as the public, businesses, and municipal departments. OSD's pages have proven to be very popular, enjoying thousands of visits per year. However, because they were developed in 1996 when the Internet was relatively new, the site had little consistency and was not particularly user friendly.

OSD was looking to redesign their site to be more customer-friendly so that it would be used more widely and customers could complete their work more easily. A migration to Mass.Gov fit that bill because the portal is customer centered, intuitive and easy to navigate. While all agreed that portalization was the way to go, the task would be challenging because of the complexity of the OSD site and the fact that they would be the first agency to pilot the entire portalization process, beginning with content analysis.

OSD concentrated on examining their content. They held focus groups with their customers (vendors, cities and towns, departments) to understand their needs. "Our customers told us Comm-PASS was all they cared about, and we realized we weren't getting OSD's other major services (M/WBE/Green purchasing, printing, human and social service contracting and audit) out to

our customers, thus short-changing them," said OSD's Project Director Monica Synnott. "As a result Mass.Gov/ITD generously expanded the scope of the project to include Comm-PASS presentation pages."

Working with the project team, which included representatives from OSD, Mass.Gov and

Deloitte Consulting, a thorough inventory of the existing site was conducted that helped OSD:

- Develop intentions
- Create a site architecture
- Do focus groups and individual interviews
- Select top level categories of the major intentions
- Write, reshape content
- Do testing (user acceptance and customer-focused usability)
- Design and implement a new web site
- Develop a comprehensive communication plan

The result is a new customer-centric web site that enables customers to easily find what they need through an intentions-based approach. Through this effort, OSD designed its web pages to be consistent with the Mass.Gov look and feel.

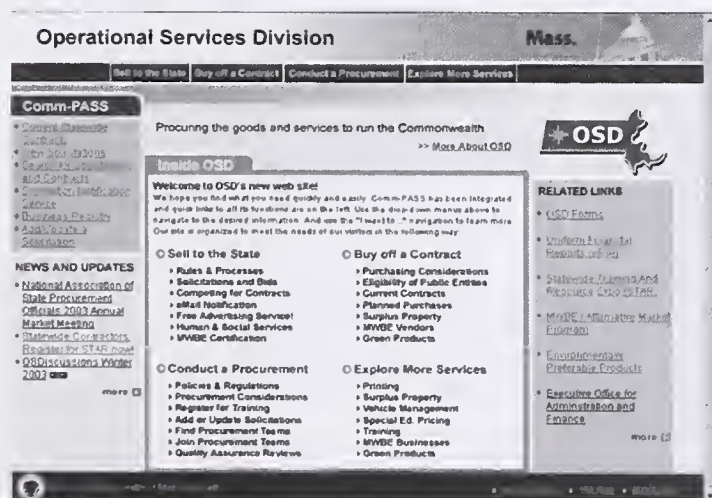
The OSD web site is another step in presenting one face of government to customers. Customers will be comfortable navigating the OSD site in the same manner as the portal as well as all other portalized agency sites. The content is very well organized, not patchwork (which is how the site has evolved since 1996). The look and feel is attractive and professional.

There will also be a number of benefits for OSD. "We will be adjusting the current workflow and learning how to publish our material on the Internet without the Portal Services Group, allowing OSD to have more control over the timing," said Ms. Synnott. The portalization also helped establish linkages and improvements to all of OSD's services, including:

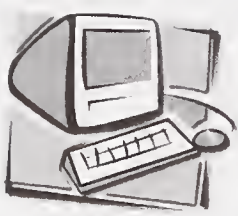
- Affirmative Market Program
- Comm-Pass
- eFile
- Green Purchasing
- Local Government Outreach
- Purchased Services
- Surplus Property

In the future, OSD would like to create linkages to areas such as vehicle registrations and on-line payments to enhance OSD's services to the public, business and municipal customers. For now, they could not be more pleased with their efforts. "OSD's Website is its first

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OSD's new home page has the same look and feel as Mass.Gov and is easy to navigate.



DLS AND ISO COLLABORATE ON IT IMPROVEMENTS



In an effort to streamline operations and make access to information and services easier, the Department Of Revenue's (DOR) Division of Local Services (DLS) and Information Services Organization (ISO) have collaborated on a number of IT efforts over the past year.

Recently, the two agencies worked together to move their municipal databank and related mission critical applications to an Internet-ready relational database system.

The most complex application, property tax recapitulation and rate setting, became fully operational this year on the DOR Intranet. Schedule A processing (an annual detailed accounting of municipal revenues and expenditures) is also in full production on the new system. Moving Schedule A from the older mainframe environment allowed DLS, in cooperation with local finance officials and the US Census, to trim the 55 page Schedule A filing to just 17 pages, saving time and money at both state and local levels.

Built into and around these applications is a tracking system, covering system-generated actions as well as staff memos, phone calls, and decisions. Within the agency, this tracking system has resulted in one-click up-to-the-minute production reports for DLS senior management. For the agencies' external customers, the DLS web site added an "Approved Tax Rates" report that allows anyone to determine if the tax rate has been set in their community and how it breaks out according to property classification. That report is updated regularly on any given business day.

DLS and ISO have also identified various ways in which local officials could submit data directly to the DOR over the Internet, with built in checks on data quality and troubleshooting help screens. Implementation of these projects awaits completion of an easy and maintainable authentication and authorization system to identify valid local officials and open applications appropriate to their authority within town and city halls. Such a system must meet the needs and operational realities of the largest cities and the smallest towns. Several model systems are under review, and, once

approved and implemented, will set the stage for the next major phase in creating more efficient data exchanges and regulatory approvals between state and local government.

One benefit of the development of these applications is creation of a Municipal Finance Knowledgebase, now on the DLS web site, that is the beginning of a new way of publishing information for local officials. The links have familiar titles: Glossary; Levy Limits: A Primer on Proposition 2 ; Municipal Calendar; Property Type Codes, Uniform Municipal Accounting System (1980 Version). However, instead of simple electronic versions of these publications, the original texts were broken up into topics. These topics were then stored and linked to related information, definitions, explanatory material, etc. within and without the original publication. With this new application, local officials, who need additional information can keep clicking deeper into a topic.

Other publications will be added to this Knowledgebase in the months ahead, expanding the range and depth of topics covered. In the past, DLS has periodically published thick manuals for various municipal functions such as the Assessors Manual, Collectors Manual, Treasurers Manual, among others. Updates were delayed for many years because of the need to assemble all updated information at one time and then produce and disseminate, at significant cost, the heavy bound result. Publishing to the Knowledgebase allows updates to be posted immediately, so that manuals and other information can reliably reflect the latest legislation, regulations, or administrative guidelines. Aside from the up front editorial effort, this form of publication involves negligible cost while expanding the utility of the information. A new requirement in an electronic Assessors Manual, for example, can be linked to the actual law as well as to an electronic tutorial as well as to the appropriate form with detailed instructions. The potential is for one-stop information shopping for local and state officials, delivered the most efficient way possible.



DOR DEVELOPING NEW WEB BASED TAX APPLICATION



The Commonwealth's Department of Revenue (DOR) is in the process of developing a large scale, enterprise class, highly secure web application capable of supporting the state's business community in paying and maintaining their tax obligations.

The DOR's vision is to transform the way the department interacts with their customers, moving them from a paper based environment to an electronic environment that is available 24 hours a day seven days a week. DOR plans to design an infrastructure that enables them to add modular applications and expand functionality to the system as needed.

This application currently known as the EBT or "Electronic Business Transaction" initiative will redesign and replace many existing business applications, including Web File for Business, Web File for Employers, Bulk File Transfer, and Business Telefile. This new application will add new functionality that will better serve businesses and employers. The DOR will exclusively own and maintain this system using dedicated DOR staff members in conjunction with some consultants, that will build and support it.

The DOR's goal will be to provide taxpayers with a secure comprehensive web based application framework that will allow them to register for, file and pay their tax obligations. The application framework will also allow taxpayers to research, update, and maintain their tax account with the Department of Revenue. The application framework will conform to the Commonwealth E-Government Standards and the Mass.gov portal model. The application framework will utilize to the widest extent possible all of the Shared Services of the Mass.gov portal. Initially focused on the business taxpayer, the intention based single entry point application framework will be a model for all future web based tax services applications at the Department of Revenue.

Tentative release date is scheduled for late June of this year.

CONSUMER AFFAIRS LAUNCHES "DO NOT CALL" PROGRAM



The Office of Consumer Affairs & Business Regulation (OCABR) helped citizens of the Commonwealth ring in a very Happy New Year on January 1, 2003, by kicking off the state's new program designed to reduce unwanted telemarketing calls. The so-called Do Not Call Program is patterned after programs in 26 other states and allows consumers to register their home phone numbers on a list of numbers that cannot be called by telemarketers after April 1, 2003. Telemarketers and list brokers are required to register with the OCABR and to purge their calling lists of the telephone numbers on the state's Do Not Call Registry. The list will be updated quarterly. Consumers should be aware that the Do Not Call Program will greatly reduce, but not eliminate entirely, unwanted telemarketing calls.

The program stems from An Act Regulating Telemarketing Solicitation that was enacted August 10, 2002. OCABR received no funding for this initiative and had only four months to set the program up.

"We had to get creative," said Deputy Director Anne L. Collins, who led the Commonwealth's efforts to establish the program. After researching the best practices in other states, OCA published an RFR and kept their fingers crossed that a vendor would emerge. The vendor had to be capable of developing the system in the limited time available, and willing to risk their own investment in the start-up costs of the program in return for proceeds that would later come from subscriptions sold to telemarketers.

The vendor selected was GovConnect, Inc., of Cincinnati, OH. GovConnect has successfully supported similar programs in Ohio, Wisconsin and Kansas, and had the requisite resources to commit to the aggressive schedule required for this project. "GovConnect stepped up to the plate and gave commitments from all levels of its organization to make this project work," stated Collins. The partnership worked beautifully. Within six weeks the project went from kickoff to launch.

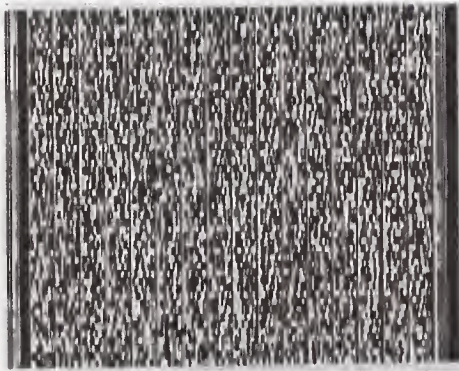
The Do Not Call Program, which allows consumers to register their phone numbers either on the Internet or by telephone through an Integrated Voice Response (IVR) application, has been enormously popular. In the first three days of the official launch over 250,000 phone numbers were added to the list. As of March 14, 2003 916,000 residents have signed up for the Do Not Call Program. This total represents more than 30% of the residential phone lines eligible to participate in this program. OCA estimates that eventually 1 million of the nearly Commonwealth's three million residential phone numbers will be registered on the Do Not Call Registry.

Outreach for the project so far has been largely word of mouth and through the media coverage the program has received. In April, consumers can also expect to receive notification about the program on inserts accompanying their phone bills. In addition, a URL was established at www.mass.gov/donotcall to help to continue to publicize all of the services at Mass.gov.

To add your residential phone number to the Do Not Call Registry visit www.mass.gov/donotcall or call 866-231-2255.



FASTER RETURNS THROUGH BAR CODING



The Massachusetts Department of Revenue (DOR) has implemented the use of two-dimensional (2D) bar code technology in the processing of state personal income tax returns for the Tax Year 2002 filing season.

Bar coding answers the need to quickly and accurately capture, store and transfer large amounts of paper data inexpensively. It delivers

the benefits of digital data communications with simplicity. Bar coding has proven to be very low in cost. It is printable in various sizes using traditional printers and it has strong error correction capabilities. All of this translates into the ability to capture data faster, resulting in quicker return processing and faster refund check generation to taxpayers.

"We really want everyone to file their tax returns by computer or over the telephone," said Alan LeBovidge, Commissioner of Revenue. "While we wait for that, the 2D bar code is a step in the right direction. This technology should help keep our processors from getting buried in paper returns."

Massachusetts DOR receives approximately 3.3 million personal income tax returns each year. Two-thirds of these returns are filed on paper. Of those, 70 percent are prepared on a computer with a commercial software package and then mailed to DOR. Paper returns must be entered into the DOR computer system. Some paper returns must be keyed into DOR's computer system while many others are scanned in using Optical and Intelligent Character Recognition (OCR/ICR). Although these scanners have significantly increased productivity over manually keying returns, they also require much data verification.

The 2D barcodes require far less verification. The bar codes, generated by a machine, are not subject to stray marks or handwriting inconsistencies. This is how 2D bar codes work:

A taxpayer or paid preparer uses tax preparation software (that supports Massachusetts 2D bar coding)

to complete the state tax return. The return then is printed using any ink jet or laser printer. The computer software produces a 2D bar code at the top right hand corner of each page of the return containing all taxpayer-supplied information on the return. As usual, the taxpayer reviews, signs and mails the return to Massachusetts DOR. When the return arrives at DOR, it is prioritized for processing. Data from the 2D bar code is captured in seconds using a 2D scanner. The scanned data is then decoded and processed as if it had been submitted electronically.

Using 2D bar code technology will help bridge the gap between software prepared paper returns and e-filed returns. Massachusetts taxpayers using 2D returns will get their refunds faster those who file regular paper returns. This new technology eliminates the errors associated with manually inputting data from paper returns; moves one return every five seconds into the computer system; and does not require more staff.

SECURE MESSAGING: THE NEW SECURE FILE AND EMAIL DELIVERY SERVICE

During the past several months, ITD, in partnership with the Executive Office of Health and Human Services (EOHHS) agencies and others, has been pursuing a comprehensive enterprise secure messaging solution. HIPAA requirements to protect the availability, integrity, and confidentiality of protected health information were the primary drivers of this strategy effort. In addition, the need for applications such as the Human Resources/Compensation Management System (HR/CMS) and departments such as the RMV, to send large numbers of files to external business partners played a role. A three-pronged strategy was undertaken:

1. Investigate S/MIME Gateways for secure emails with large, high-volume business partners
2. Look at Secure Web Mail for low-volume secure communications with individuals and smaller business partners
3. Use Secure Document Delivery for transferring files or documents to external entities.

An S/MIME Gateway pilot has been completed but revealed some interoperability issues in getting these gateways to recognize each other via certificate exchange on the front end. In addition, ITD also found there is currently only one health care business partner who has invested in this type of gateway so there's a severely limited universe to communicate with for now. ITD plans to continue to work with the Massachusetts Health Data Consortium (MHDC), interested health entities and interested vendors to improve interoperability and penetration in the market and actively engage this technology sometime in the future.

Meanwhile, ITD proceeded with an RFR to find a product or service to provide Secure Electronic Document Delivery capabilities and asked vendors to include in their proposals any secure web mail features available. The clear winner was Authentica, Inc., a Waltham, Massachusetts based company, whose product provided extensive electronic document delivery features and secure web mail capabilities.

ITD, in partnership with EOHHS, is moving ahead to purchase the Authentica product that will provide a new enterprise shared service for all agencies to use. The same platform will be used for both secure document transfers and secure web mail in combination with the email content filtering software we currently use. Both services will use encryption to protect data as it travels through the Internet. This service should

be available for testing by agencies before the end of the fiscal year. Project details, including a regular status report on progress, will soon be available on the ITD web site, under "Projects".

HOW DOES SHARED SERVICE WORK?

For file delivery, departments send documents or files to a central ITD-supported file server, using a CommBridge service in many cases. The file delivery software accesses the files, and posts them to a content security server where they are encrypted. The content server sends an email notification to the recipient informing them that a file is waiting for them. The recipient, who needs only a browser and Internet access, clicks on a link in the email notification, logs in, and downloads the file. The files are decrypted when received by the recipient. This process also works in the reverse direction, and will be implemented in a later phase. External entities can send files to any Commonwealth agency on MAGNet using this service.

For secure email delivery, Commonwealth users send emails in the normal manner. The emails would be filtered and any emails that contain sensitive information will be channeled to the content server where the data would be encrypted. The process works in the same manner as above – an email notification is sent to the recipient. The recipient clicks on the link in the email notification, logs in, and downloads the email, including any attachments. Features of this Shared Service include:

- A flexible tracking system and robust tools for reporting and query functions.
- Web-based reports and log files that include status as well as audit trail information.
- Customizable text for notifications sent to recipients.
- Distribution lists for sending notifications to recipients.
- Mechanisms to inform the sender of a failed notification.
- Configurable file expiration dates.
- No limits on the types of files or documents that can be sent.
- A strong security infrastructure.

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AND EMAIL DELIVERY SERVICE (CONTINUED)

The following examples provide more detail.

EXAMPLE 1: SECURE FILE DELIVERY

Sending files to External Entities

1. Commonwealth agencies send files to the ITD file server via CommBridge
2. The ITD CommBridge service 'stages' the data to be processed by the File Delivery software and loads it, using an API provided by the File Delivery software, to the content server.
3. The content server connects to the policy server for the encryption key and encrypts the files.
4. The content server notifies the recipient of waiting files. This notification contains a URL, telling the recipient where to get the files.
5. The recipient clicks on the link in the email and logs in. The link takes the recipient to the message area on the content server to pickup (download) the files.

6. The content server connects to a policy server to verify the policy and gets the key on behalf of the recipient. The content server then decrypts the email and passes it to the recipient via SSL secure delivery.
7. The recipient receives the decrypted message and attachment.

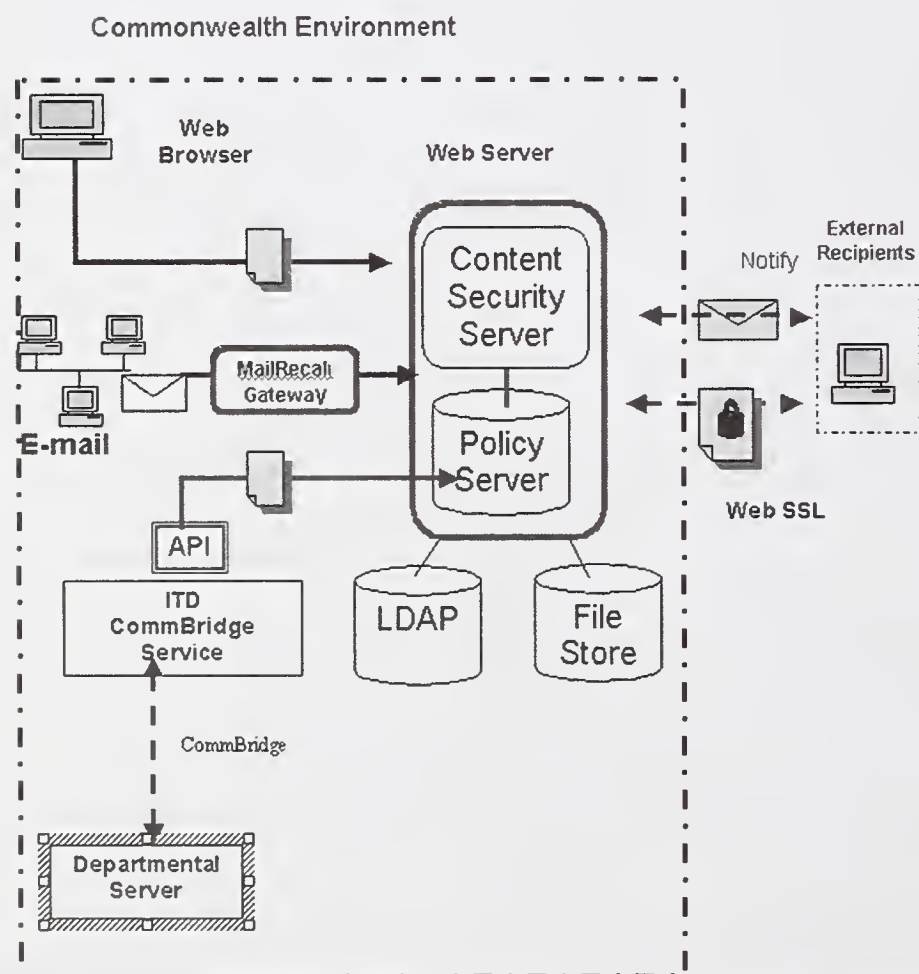
External Entities send files to the Commonwealth (Phase 2 Functionality)

1. External entities can send files to the Commonwealth as email attachments:
 - Users open their Web browser and go to the content security server hosted on the Web server.
 - The Web browser and Web server establish an encrypted Secure Socket Layer (SSL) session and the user is prompted for a username and password.
 - The user then composes a message, uploads an attachment , and creates a security policy for the file delivery. The attachment is uploaded to the server over the SSL session and then encrypted individually on the server.
 - The server then sends a standard notification e-mail with a URL to access the file.
2. An entity can also automate the process by downloading a small client software tool that uses a standard API to load data to the content server.

EXAMPLE 2: SECURE EMAIL DELIVERY

1. A sender creates and sends an email.
2. The content filter scans the email. If the email does not contain sensitive information, then the email is delivered to the recipient in the normal manner.
3. If the email includes sensitive information, then it is channeled to the MailRecall Gateway which pushes the email to the content security server for delivery.
4. The content server connects to the policy server for the encryption key and encrypts the email and attachments.

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The OSD migration was quite successful in many respects, in addition to providing additional “lessons learned”. One of the deliverables from this project was to develop a “cookbook” to guide agencies through the information architecture design process. The Mass.Gov team and OSD have concluded that using the term “cookbook” may be a misnomer as it sets the expectation that an agency could use it as a step-by-step guide to “do-it-yourself” migration. This is not possible, at least without developing an entire curriculum, starting with Information Architecture 101. Instead, the cookbook will be a guide on the migration process from start-to-finish that would enable people experienced in information architecture and web design to do an agency migration with minimal guidance from the Mass.Gov office and/or to begin their own content analysis in preparation for a migration requiring

Mass.Gov assistance.

Experiences from all the pilots, in combination with the complexity and enormity of the OSD pilot, served to raise a number of issues that Mass.Gov will tackle before migrating additional agencies. These include:

- Link management is becoming increasingly unwieldy as the number of links continues to rise and must be automated.
- Chunking is critical to the ultimate success of the entire portal. Effective chunking requires processes to identify, own and manage content chunks and to share chunks among agencies.
- User friendliness of templates needs to be maximized.
- Search functionality needs to be enhanced, and should include an agency-specific search capability. See below for additional information on search.
- Effective forms processing is a requirement for many agencies.

While each of the issues would not prevent an agency from migrating, they become more critical as additional agencies migrate. Mass.Gov will address these to eliminate continual growing pains and to provide agencies a methodology to migrate quickly and easily. Mass.Gov plans to develop a high-level migration strategy by the end of this fiscal year that addresses these and other issues with the goal of portalizing agencies at a faster pace during the next fiscal year.

MASS.GOV SEARCH FUNCTIONALITY ENHANCED

The Portal Services Group of Mass.Gov is upgrading Alta Vista to integrate better with the portal. The upgrade, which should be completed by early spring, will bring two benefits to the portal:

1. **The search can be conducted statewide or at the portalized agency level.** Portalized agencies can also set rules to enable a search across a secretariat, functional unit, or a group of agencies if necessary.
2. **Search results on the portal can be improved dramatically.** Portalized agencies will have the tools and facilities to fine-tune the search engine so that the most relevant search results appear first.

Agencies planning to portalize can begin to prepare to use the new tools by verifying the sites that belong to their agency, and plan to develop meta-tags.

introduction to the public and we want to make a good first impression,” said Ms. Synnott. “The time has been well spent in making sure we present our services in an organized, professional manner.”

She also related that the composition of the OSD team was integral to the project’s success. It included OSD senior management such as the Deputy Purchasing Agent, Ellen Bickelman and the MIS Director, Nancy Burke. As such, the project was given a top priority and the entire agency responded quickly when anything was needed.

This was the first pilot portalization to encompass all phases of the development process on Mass.Gov. The pilot program and the team approach have proven to be quite valuable. “The pilot is teaching Mass.Gov many valuable lessons that we will use in formulating an enterprise agency migration strategy,” said Mass.Gov team member Susan Parker. “OSD has been a delight to work with, and the Deloitte team has been doing a marvelous job - we couldn’t have asked for better partners.”

- Adopt a "Total Cost of Ownership" approach and cost benefit analysis for the assessment, management, monitoring, and funding of major IT initiatives and processes across the enterprise.

IT STRATEGY

The Commonwealth would benefit greatly from an overall enterprise strategy for achieving the collective business objectives of its members. The Commission recognizes that the development of an enterprise business strategy appears to be outside the scope of an IT Commission or an IT Advisory Board. However, an IT Strategy that is based on an overarching business strategy would help executive department agencies, constitutional offices, the legislature and the judicial branch focus their energies and resources to improve value and cost-effective operations throughout government.

- Define the enterprise, articulate an enterprise vision, and create an enterprise strategic business plan.
- Establish a formal process for creating and updating the enterprise IT strategic plan for managing and expanding information technology in the Commonwealth, in alignment with the business strategy.
- Align the Commonwealth's legal framework with enterprise strategy and IT plan, within Constitutional guidelines.
- Align monies from the IT Bond with objectives set out in the enterprise strategic plan.
- Develop a comprehensive IT infrastructure plan for the enterprise.
- Establish and monitor enterprise service and performance metrics, using a balanced scorecard approach, to measure performance in order to drive accountability and ownership for enterprise success.
- Drive change within the enterprise by taking a business process reengineering approach and leveraging IT for delivery improvements.

ARCHITECTURE AND STANDARDS

Development of enterprise architecture standards is a critical, first step in changing the way technology is selected and deployed in the Commonwealth.

- Establish the position of Chief Technology Officer.
- Update the existing architecture within an established framework.
- Establish a governance process that obtains input across the enterprise in establishing architecture standards.
- Define objectives, incentives, and accountabilities that result in integration, implementation, and execution of common processes across "communities of interest".
- Leverage ownership of existing application assets by establishing an "open source" program within the Commonwealth.

IT INFRASTRUCTURE

Over time, as independent agencies have sought to meet their infrastructure support needs, they have designed and built their own networks, data centers and application suites. This fragmentation and duplication has driven the cost of infrastructure support higher than it need be, and has increased the barriers to common operations among Commonwealth offices.

- Undertake consolidation and modernization of the IT infrastructure, in line with the strategic objectives and supported by an analysis of total cost versus expected benefits.
- Establish quality assurance and quality management practices.
- Coordinate and prioritize business continuity planning of operations centrally, including both shared IT infrastructure and an enterprise approach to individual agency business applications.
- Manage applications as a portfolio across the enterprise.
- Establish central management of IT assets within the Commonwealth and establish plans to refresh technology and update skills.
- Enhance ITD to provide common infrastructure and shared services for all agencies, and offering these and other services to the Judicial and Legislative branches of government.

PARTNERSHIPS

The IT Commission recommended forming innovative partnerships with governments at the federal and local levels, and leveraging the private sector as an important way to extend and enhance cooperation and digital government services throughout the Commonwealth.

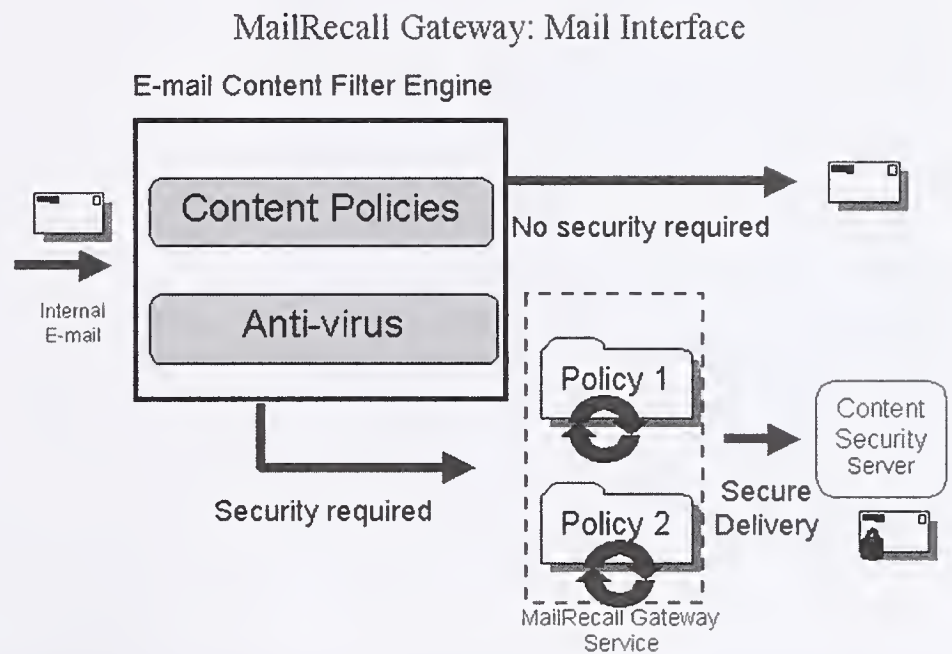
- Foster public-public (i.e., federal, local, cross-jurisdictional) and public-private partnerships to provide a seamless service interface in Massachusetts.
- Strengthen partnerships to expand infrastructure, creating more ubiquitous access to technology throughout the Commonwealth.
- Maximize investments to serve the needs of all levels of government, particularly cities and towns, by leveraging partnerships and common, standard solutions.
- Maximize private sector expertise and service to efficiently and effectively deliver government services.

The time is now for government and private sector leaders in the Commonwealth to start the arduous task of taking the findings, best practices and recommendations in the Commission's report and moving them forward. An implementation committee comprised of a smaller group of Commission members has been tasked with overseeing an action agenda for the implementation of the recommendations.

Please visit the IT Commission web site at www.mass.gov/itcommission for more information. The final Commission report is also available for viewing and download at this website.

SECURE MESSAGING: THE NEW SECURE FILE AND EMAIL DELIVERY SERVICE (CONTINUED)

5. The content server notifies the recipient of waiting messages. This notification tells the recipient where to get the content.
6. The recipient clicks on the link in the email and logs in. The link takes the recipient to the message area on the content server to pickup (download) the secure message and attachment.
7. The content server connects to a policy server to verify the policy and gets the key on behalf of the recipient. The content server then decrypts the email and passes it to the recipient via SSL secure delivery.
8. The recipient receives the decrypted message and attachment.
9. Recipients can reply to the email or originate an email to Commonwealth agencies.



As part of ITD's ongoing effort to save money (and trees), the quarterly Information Technology Bulletin will no longer be mailed to individuals and organizations across the Commonwealth. However, that does not mean the Bulletin will no longer be available. Everyone's favorite Information Technology newsletter can still be found on the public internet at <http://www.mass.gov/itd/publications.htm>, and on the state's intranet at <http://www.itd.state.ma.us/publications.htm>.

The publications will be available in both HTML and PDF forms. For those of you who would still like to see the publication on paper, a limited number will be printed each quarter and will be available at ITD's office at One Ashburton Place in Boston. If you are interested in receiving a printed copy, please contact me via email at Cathy.Jackson@state.ma.us or by phone at 617-727-6374 ext. 112.

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ITD's Strategic Planning Group publishes this quarterly Information Technology Bulletin. One of the SPG's tasks is to act as a clearinghouse for IT information. This publication furthers that goal.

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A MESSAGE FROM THE CIO

As we mire our way through this very difficult winter weather, there is a high degree of energy within State Government generating the hope and scent of an early spring. The Information Technology Commission has completed its formal meetings and moves, with great enthusiasm, into implementation. The Report was adopted, unanimously, by the members of the Commission, on February 27, 2003 in the historic Senate Reading Room. It was appropriate in that the centerpiece of this elegantly appointed room is a round table, sectioned in thirteen pieces reflecting the size of the original thirteen Colonies. Just as the Colonies, forged by a common interest and bond, coalesced their energies and spirit to bring forth the birth of a new nation, so shall the transformation of the Commonwealth's IT Community evolve into a highly responsive, customer centric, best practice, single face of government.

An Implementation Committee made up of seven Commission members and myself, will drive the recommendations and meet every three weeks. Deliverables for the first Implementation Committee meeting include a Press strategy to fully publicize the findings, an updated three generation roadmap with dates and dollars, a one page briefing that summarizes the findings and the Legislation that will be filed to make the recommendations permanent. There will be quarterly meetings with the full Commission to present progress to date and gather input on the next steps. We will use the Information Technology Bulletin and the CIO meetings as communications vehicles to keep the IT Community fully apprised on progress and next steps.

On a different note, there has been significant progress made on stabilizing MASS Mail and insuring credible service levels for the Commonwealth Information Warehouse. Using a combination of Commonwealth employees, Microsoft resources and a third party review of the entire MASS Mail environment, a number of sometimes inter-related issues and singular aberrations have been uncovered. Immediate fixes have been put in place, and appropriate and long-term best practices will be undertaken.

The Commonwealth Information Warehouse (CIW) has been addressed with similar energies and solid immediate results. The Infrastructure will undergo a complete redo in the coming months. In the interim, a complete review of the production schedule of the source systems, HR/CMS and MMARS, and the actual population of data for the CIW was undertaken. A number of changes have been instituted resulting in a significant improvement in the reliability and timely opening of CIW.

Rest assured that we are not 100% satisfied with the results of these two initiatives. These initiatives represent the beginnings of the discipline of Constant And Never-Ending Improvement (CANIE!) that will permeate, daily, the actions and operations of the IT Community of the Commonwealth. "Enabling the success of our customers by providing effective technology and services through cooperative leadership" is our mission; CANIE! is the discipline that will bring that mission to life.

Peter J. Quinn

